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Agenda

- Introductions / About HUB

- Today's Recruitment Challenges

- Framing QEX & EVP

- Demographic Segmentation

  - Breakout session

- The Need for Personalization

- Changing QLE to QEX

- Takeaways

About HUB International

600+
locations in North America

Top 5
global broker based on revenue

16,000+
employees

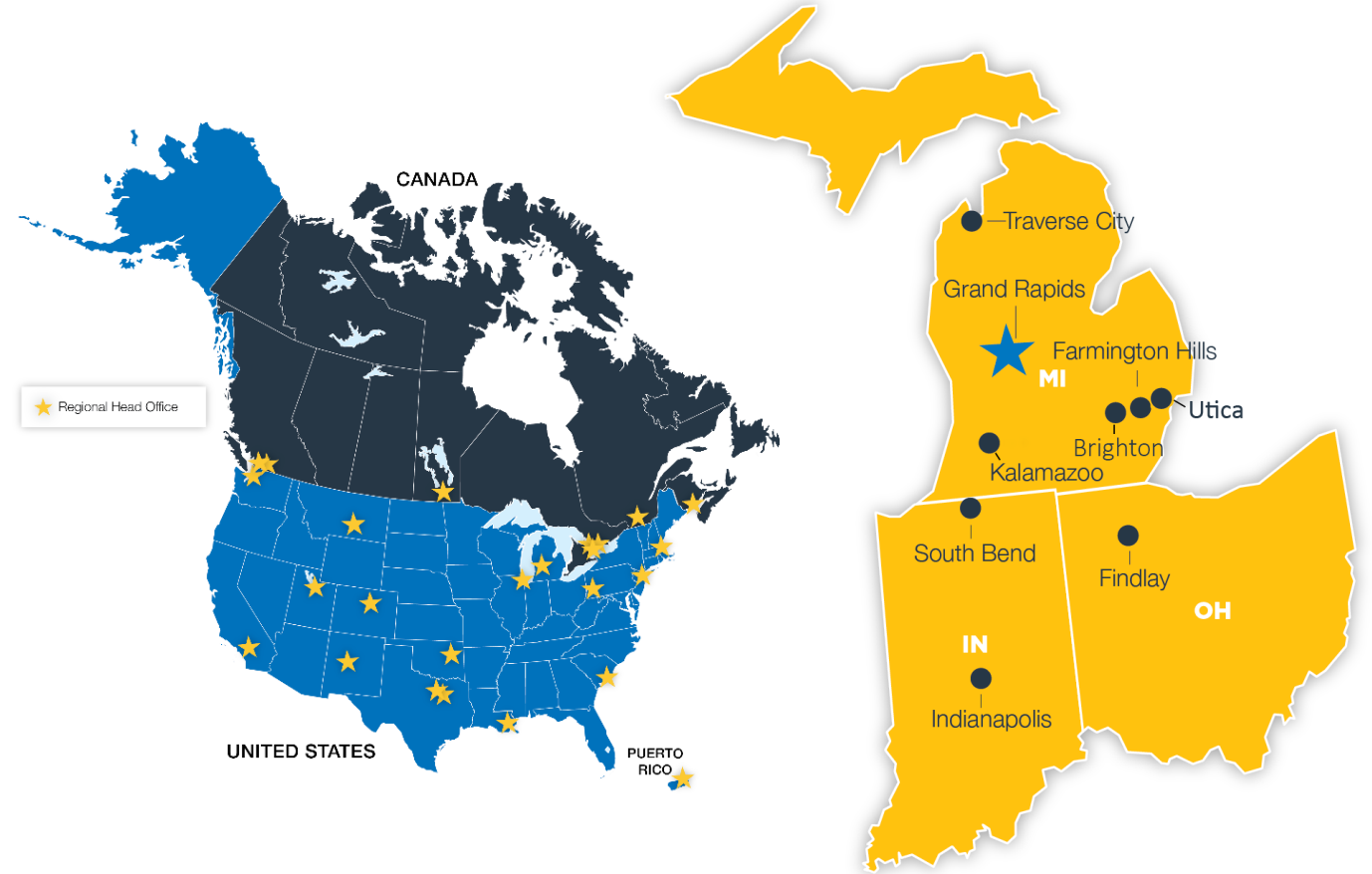**1M+**
clients

95%
client retention

$12B+
in premiums

CANADA

★ Regional Head Office

UNITED STATES

PUERTO RICO

Traverse City

Grand Rapids

Farmington Hills

MI

Utica

Brighton

Kalamazoo

South Bend

Findlay

OH

IN

Indianapolis

HUB's Education Practice

Educational Institutions Insurance

Let's protect tomorrow's leaders.

CONNECT WITH A BROKER

K-12 >   Charter Schools >   Higher Education >   Vocational >

- o HUB brokers nearly **$523 million** of insurance premium

- o We serve over **4,100** education customers

- o We manage over **12,100** insurance policies

- o We represent over **200** insurers who write business in this industry

Recruitment Challenges in Higher Education

- Competition for Talent

- Budget Constraints

- Changing Demographics

- Faculty Shortage

- International Recruitment and Immigration Policies

- Limited Professional Development Opportunities

- Retirement and Succession Planning

- Adapting to Technology

- Changing Job Expectations

- Inadequate Diversity and Inclusion Efforts

- Rising Student Expectations

- Negative Public Perception of Higher Education

Everyone Says...

We want to recruit and retain top talent

We want to develop our people

We want to engage **our workforce**

But Nobody Ever Says...

I really **know and understand** my people

I consider **every person's** needs

One size **fits none**

Truth

The New Labor Market

Hybrid / remote work arrangements

Strategies to increase available pool to combat labor shortage

The gig economy now includes 9% of Americans

70%

Percentage of CEOs planning to upskill their workforce this year

Turnover is Expensive

New Entrants
20-50%

Mid-Career Hires
50%+

Founders
200%+
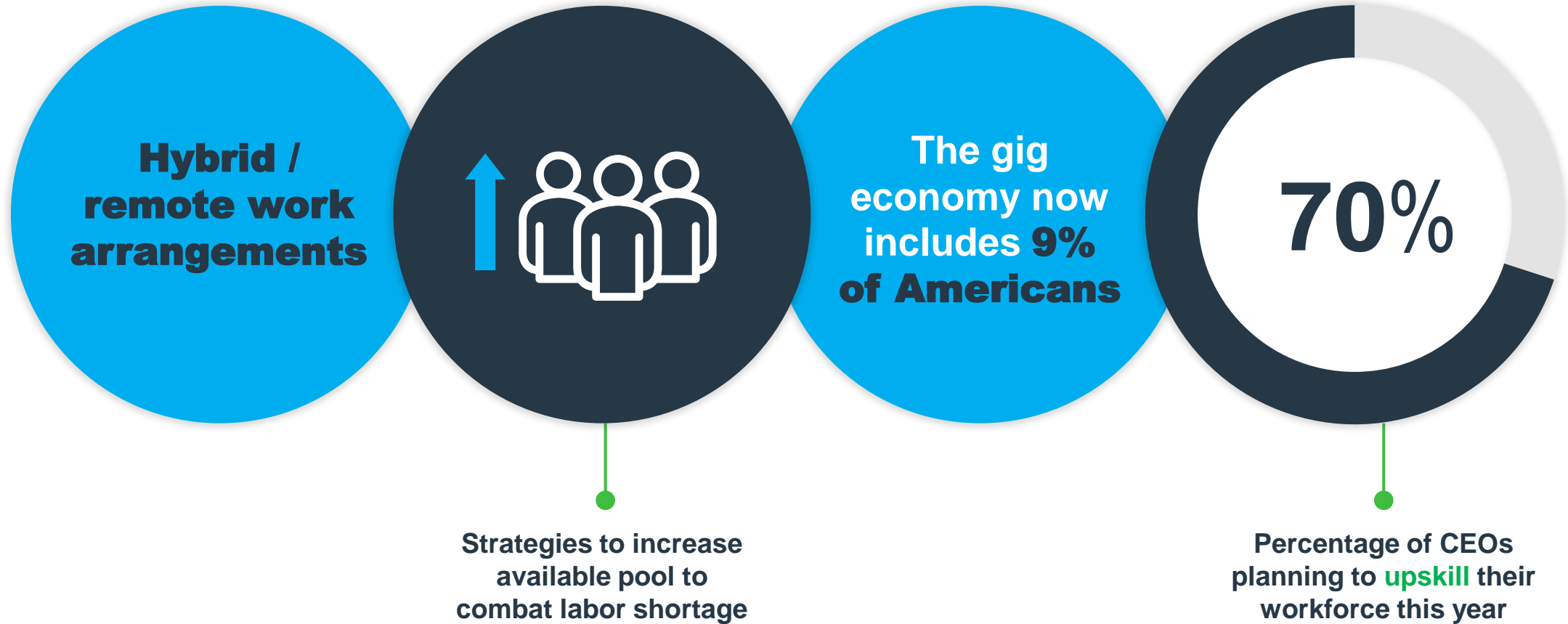
Turnover as % of Salary

Top Reasons for Turnover

- Lack of Career Growth and Development

- Low Job Satisfaction

- Inadequate Compensation and Benefits

- Poor Management and Leadership

- Work-Life Balance Issues

- Company Culture and Values

- Lack of Recognition and Appreciation

- Workload and Stress

- Opportunities for Remote Work and Flexibility

- Personal Reasons

Today's EVP

- Is defined around **people, not employees**

- Should provide an exceptional **life experience, not just an employment experience**

- Delivers features and feelings that **match employee needs**, not just offering features

- Orients toward **employees as people,** not workers

- Delivers a **positive emotional response**

82% of employees say it's important for their organization to see them as a person, not just an employee.

What is QEX?

COMMUNICATION & ENGAGEMENT
Understanding and engaging in employer offered benefits.

CAREER & GROWTH
Satisfaction and one's daily job and having a clear path forward in one's career.

PRODUCTIVITY & SAFETY
Contributing to the workplace in a safe and productive environment.

HEALTH & ENERGY
Having the physical and emotional health to enjoy life and complete daily activities.

MONEY & SECURITY
Feeling financially prepared for the future and able to manage life's expenses.

CULTURE & CONNECTION
Having meaningful interactions with others within the workplace and community.

OUR GOAL: Deliver quality employee experiences by coauthoring quality employer experiences
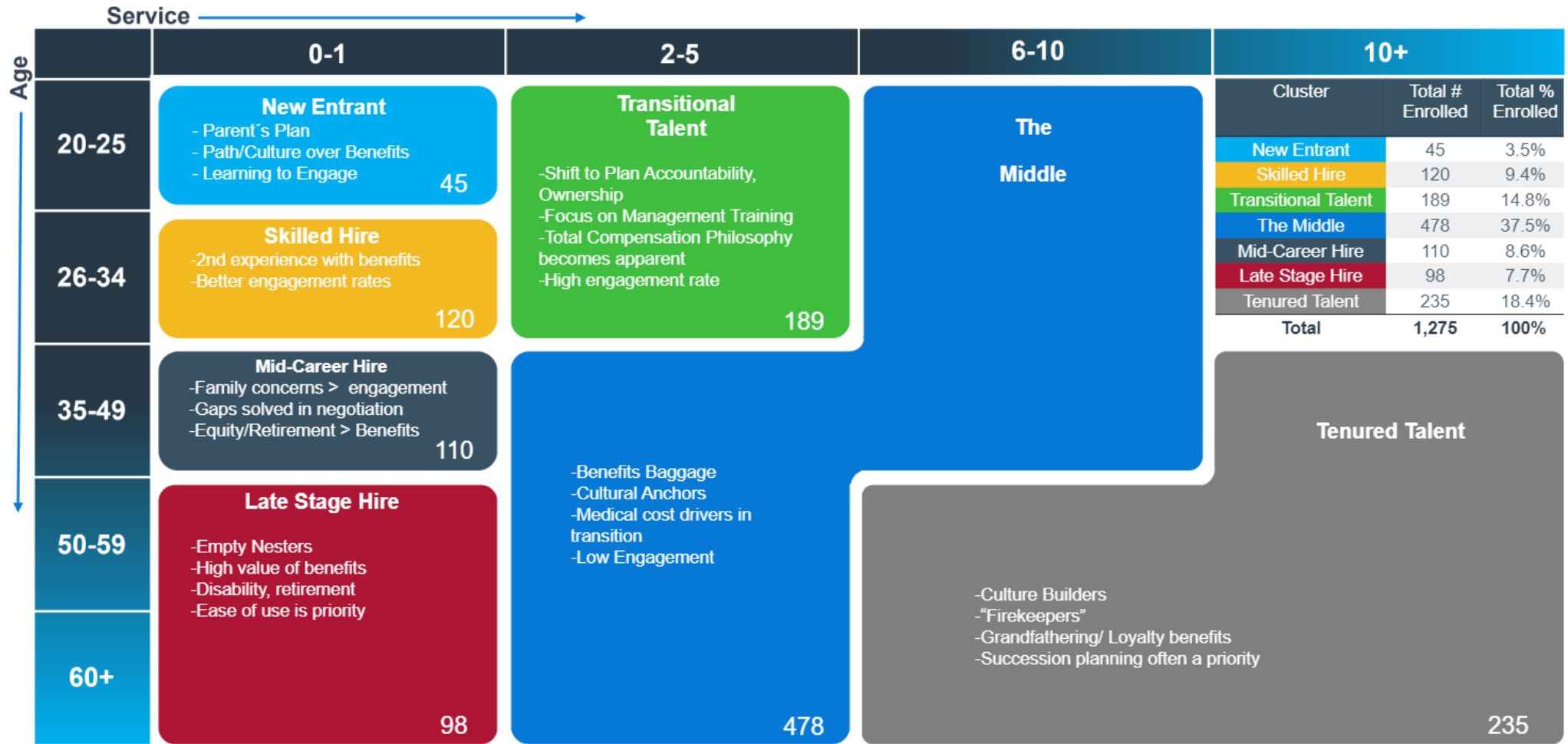
User Experience

Products & Services

HR Philosophy

Sample Culture

Service →

Age	0-1	2-5	6-10	10+

20-25

New Entrant
- Parent´s Plan
- Path/Culture over Benefits
- Learning to Engage

45

Transitional Talent

-Shift to Plan Accountability, Ownership
-Focus on Management Training
-Total Compensation Philosophy becomes apparent
-High engagement rate

189

The Middle

Cluster	Total # Enrolled	Total % Enrolled
New Entrant	45	3.5%
Skilled Hire	120	9.4%
Transitional Talent	189	14.8%
The Middle	478	37.5%
Mid-Career Hire	110	8.6%
Late Stage Hire	98	7.7%
Tenured Talent	235	18.4%
Total	**1,275**	**100%**

26-34

Skilled Hire
-2nd experience with benefits
-Better engagement rates

120

35-49

Mid-Career Hire
-Family concerns > engagement
-Gaps solved in negotiation
-Equity/Retirement > Benefits

110

-Benefits Baggage
-Cultural Anchors
-Medical cost drivers in transition
-Low Engagement

478

Tenured Talent

-Culture Builders
-"Firekeepers"
-Grandfathering/ Loyalty benefits
-Succession planning often a priority

235

50-59

Late Stage Hire

-Empty Nesters
-High value of benefits
-Disability, retirement
-Ease of use is priority

60+

98

Supporting Diverse Employee Segments

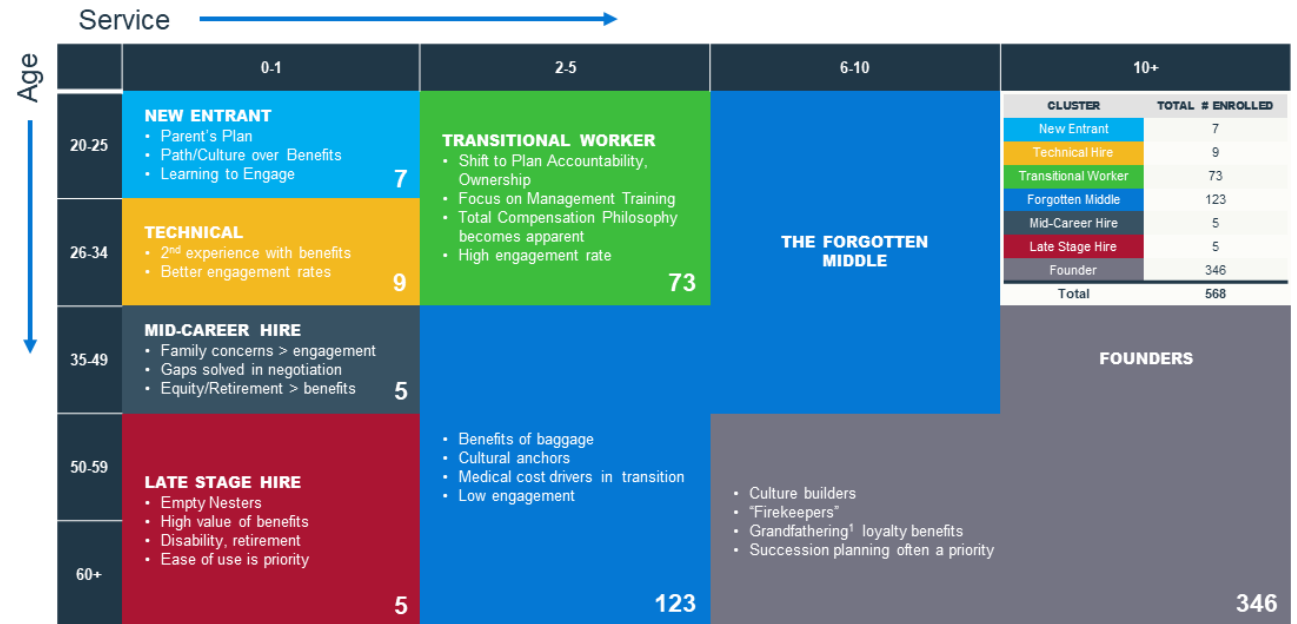## PROFILE

Mid-sized life insurance company

OPPORTUNITY

Organization needed to refresh the benefits due to changes in their population with several retirements, an increase in entry-level new hires, and a large segment of young families
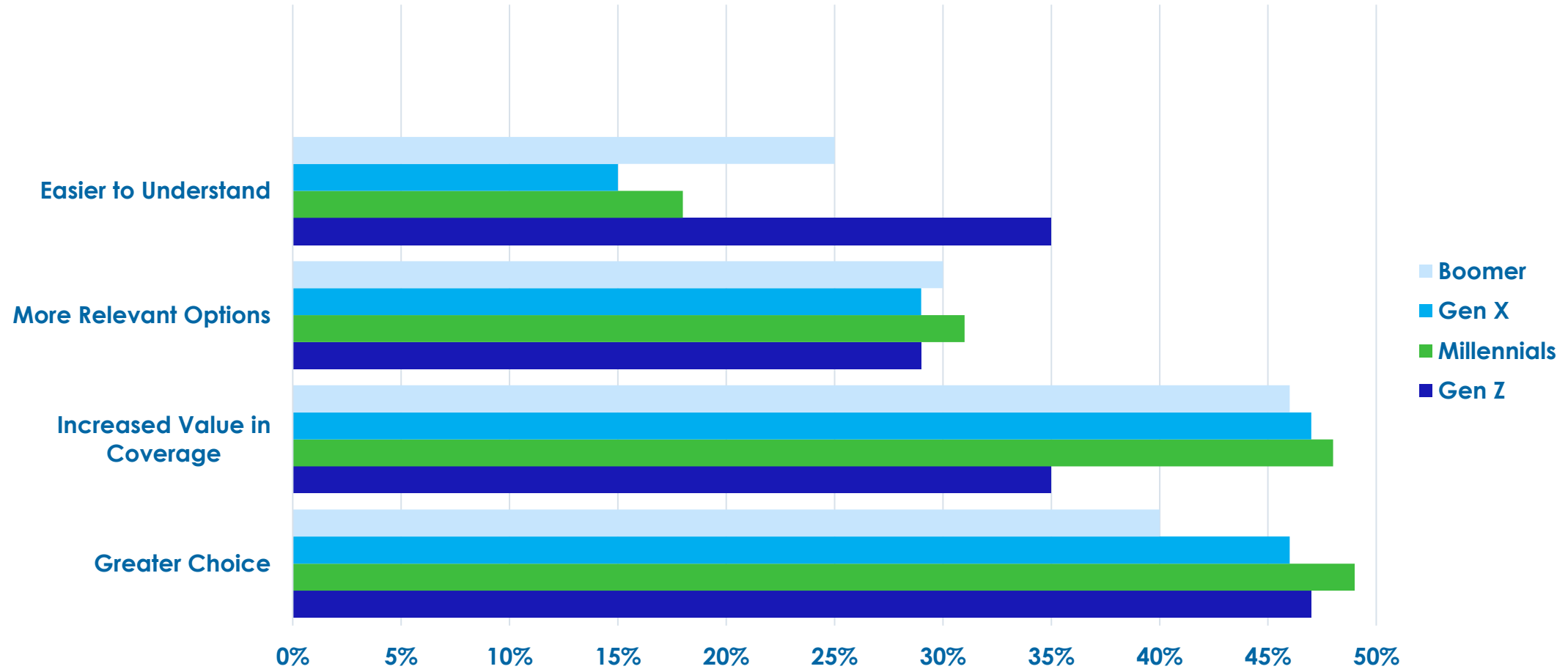
SOLUTIONS

Used data analytics to align the benefits strategy with client's overall data focus

- Validated that a 2nd health plan option would capture targeted demographic

- Revitalized internal communication strategy with new intranet platform

- Did a deep dive on population segment not-using the on-site clinic

- Explored new benefits, including:
  - Fertility vendor
  - Suite of weight management programs
  - Financial well-being offerings

Service →

Age	0-1	2-5	6-10	10+
20-25	**NEW ENTRANT** • Parent's Plan • Path/Culture over Benefits • Learning to Engage — 7	**TRANSITIONAL WORKER** • Shift to Plan Accountability, Ownership • Focus on Management Training • Total Compensation Philosophy becomes apparent • High engagement rate — 73	**THE FORGOTTEN MIDDLE**	
26-34	**TECHNICAL** • 2nd experience with benefits • Better engagement rates — 9			
35-49	**MID-CAREER HIRE** • Family concerns > engagement • Gaps solved in negotiation • Equity/Retirement > benefits — 5	• Benefits of baggage • Cultural anchors • Medical cost drivers in transition • Low engagement	**FOUNDERS**	
50-59	**LATE STAGE HIRE** • Empty Nesters • High value of benefits • Disability, retirement • Ease of use is priority — 5	123	• Culture builders • "Firekeepers" • Grandfathering[1] loyalty benefits • Succession planning often a priority — 346	
60+				

CLUSTER	TOTAL # ENROLLED
New Entrant	7
Technical Hire	9
Transitional Worker	73
Forgotten Middle	123
Mid-Career Hire	5
Late Stage Hire	5
Founder	346
Total	568

Survey Says

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What do employees really want? Breakout session

Focus on the New Entrant

New Entrant
- Parent's Plan
- Path/Culture over Benefits
- Learning to Engage

	Impact
Benefits 101 – On demand training for how to best use medical benefits when New Entrant joins plan	Lowers frustration, Fosters community of learners
On-Demand behavioral health, telehealth, advocacy, benefits resources, etc.	Reduces ER visits, out-of-network claims and other medical plan mistakes
Student Loan Programs: Access to, employer subsidized, or payroll deduction supported programs to mitigate debt or ease payments	Could aid retention, long-term savings
Lifestyle protections, like accident insurance, ID Theft, etc.	Allows employee to customize coverages to protect their individual situation

Maximizing your Skilled Hires

Skilled Hire	Impact
• 2nd experience with benefits • Better engagement rates	
On-demand customized training programs with live coaching, curated for your organization's needs	Reduce turnover, increase workforce effectiveness, train future leaders
Health & Performance programs: Capitalize on better engagement rates with stronger holistic wellness programming, onsite screenings, tobacco cessation, information on living a better life.	Lower overall costs, increased morale and productivity
Craft an Employee Value Proposition to position your entire offering (benefits and beyond) to **match how employees perceive** the reasons they joined and stay.	Better recruitment and retention

The Importance of Mid-Career Hires

- The Mid-Career Hire is potentially the **most important type** of new hire.

  - The hire either **supports organic growth** (e.g. leading a new department, a new team, etc.) or often replaces a **failed Transitional Worker**.

  - The hire can be Engaged or Disengaged:

Disengaged	Engaged	
A Disengaged Employee **can cost 34%** of that employee's annual salary.	Engaged Employees have a deep and positive impact on an organization's **outcomes, customer attraction & retention.**	Engaged Employees are healthier, less likely to experience burnout, more likely to participate in organization-sponsored health programs and have **reduced rates of turnover**
"How Much Are Your Disengaged Employees Costing You?"	Gallup's 2016 Q Meta-Analysis	Agrawal and Harter, 2009

- Remember: the Mid-Career Hire is often coming from their prior employer's "Forgotten Middle"!

Onboarding & Activating Your Mid-Career Hires

Mid-Career Hire

- Family concerns > engagement
- Gaps solved in negotiation
- Equity/Retirement > Benefits

	Impact
Provide access to help employees care for extended family	Increases employee effectiveness, reduces stress, spends more time at work on work
Open up communication channels via text/SMS - Average email is opened in 2.5 hours - Average text is read within 2.5 minutes	Another channel to provide benefit resources, raise issues and check-in in emergent/urgent issues
On-Demand behavioral health, telehealth, advocacy, benefits resources, etc.	Reduces ER visits, out-of-network claims and other medical plan mistakes
Lean into flexible work schedules and work-from-home/remote arrangements, where possible.	Appreciation, Recruitment, Retention

Supporting the Late-Stage Hire

Late Stage Hire

- Empty Nesters
- High value of benefits
- Disability, retirement
- Ease of use is priority
- High engagement rate

	Impact
Robust life/disability specific benefits or Individual Disability Insurance to cover benefit gaps	Retention, Appreciation
Analyze executive benefit opportunities for upper-level late stage hires.	Recruitment, Appreciation
Life insurance with built-in Long-Term Care insurance options	Appreciation
Provide access to help employees care for extended family	Increases employee effectiveness, reduces stress, spends more time at work on work

Investing in Your Transitional Talent

- As your talent moves up to different roles or management responsibility, there is a **natural shift to accountability**:

    - More likely to "own" aspects of their career

    - More likely to expect training for the new responsibilities

- As they invest time and effort, they need to understand the employer's **Total Compensation** philosophy

    - Do they understand all of the benefits (monetary, tangible and intangible) that the company provides?

    - Do they understand the long-term **value proposition** of working for the company?

- For companies that "invest", the return is often a **high engagement** rate from the Transitional Talent.

- When Transitional Talent doesn't work out – or lost to a competitor – the result is often hiring a "Mid Career Hire" at **20-40% more**.

Optimizing your Transitional Talent

Transitional Talent
- Shift to Plan Accountability, Ownership
- Focus on Management Training
- Total Compensation Philosophy becomes apparent
- High engagement rate

Impact

On-demand **customized training programs** with live coaching, curated for your organization's needs; Train managers to evolve their staff; Train different generations to communicate with other generations.	Reduce turnover, increase workforce effectiveness, train future leaders
"Invest in Me" Spell out Total Rewards at the next level (e.g. Total Compensation Statements); Train leadership to understand the value of the transitional worker; Focus on continued engagement; Create an Employee Value Proposition and allowing a "custom path" for employees	Better ROI on your investments in training, development. More productivity because of increased engagement.
Customized AI-powered platform to bring your plan resources to your employee's fingertips. Includes outbound telehealth, deductible tracking and more.	Better overall engagement; lower ER spend; better access to EAP
Design a robust Health & Performance program to keep assets healthy, present, mindful.	Lower overall costs, better retention and productivity

Recognizing the Forgotten Middle

- See them, bring them into the decision circle for items affecting culture/morale or benefits

- Give them something no one else in organization has

- Focus on engagement

  - Examine leave, presenteeism, WC experience for this population and address issues head on

  - Examine Health & Performance strategy for low-engagement population but with the tenure and age to have chronic conditions and impending conditions

  - Survey deeply rooted causes of inaction or sources of conflict

- Address retirement readiness: Today is the "Last chance to start saving for retirement"

Recognizing your Forgotten Middle

The Forgotten Middle

- Benefits Baggage
- Cultural Anchors
- Medical cost drivers in transition
- Low Engagement

Impact

Surveying population and running focus groups; giving voice to this population to steer culture, rewards or benefits	Social, cultural
On-demand customized training programs with live coaching, curated for your organization's needs	Reduce turnover, increase workforce effectiveness, train future leaders
Offer individuals and their families a personalized, high-touch healthcare advisory experience that improves medical outcomes, reduces high-cost claims and hastens a return to work.	Improved medical outcomes, member experience, high-cost claims concierge
Executive care that can be brought to certain segments of your workforce that adds on to your existing coverage	Recruitment and retention, better appreciation for benefits
Offer Retirement Readiness assessment and planning with financial advisor or app. Incorporate value of tangible and intangible benefits offered by you as a part of the conversation.	Data, retention, increased savings in 401(k)

Solving the Legacy / Founder Group

- Focus shifts to different benefits (less of "now" and more of "in the near future")

- Large claimants and those unprepared to retire may never leave

  - It could be as simple as understanding the impact of saving 4-6% vs. 12-15%

- Founders need to understand the disconnect from their position and the underlying culture

  - "It's hard to go to lunch with coworkers when you are in Europe on a yacht"

- Enticements for retirement

- Speaking the language of retirement (increasing comfort and fluency in Medicare, IRA, 401k, Social Security)

- The need to explore global/international benefits:

  - Top 2% of Earners spend 50%+ of the out-of-country days

Rewarding and Preparing Your Founders

HUB

Founders

- Culture Builders
- "Firekeepers"
- Grandfathering/ Loyalty benefits
- Succession planning often a priority

Impact

	Impact
Legacy Benefits, like life/disability carve-outs or Individual Disability Insurance to cover benefit gaps or reward long-tenured	Retention, Appreciation
Engage cancer guardian which covers testing, including DNA screening and fast-tracking of genotype-specific treatments (including some studies and experimental regimens)	Cost savings for cancer diagnosis and treatment
Offer individuals and their families a personalized, high-touch healthcare advisory experience that improves medical outcomes, reduces high-cost claims and hastens a return to work.	Improved medical outcomes, member experience, high-cost claims concierge
Executive care that can be brought to certain segments of your workforce that adds on to your existing coverage	Recruitment and retention, better appreciation for benefits
Offer Retirement Readiness assessment and planning with financial advisor or app. Incorporate value of tangible and intangible benefits offered by you as a part of the conversation.	Data, retention, increased savings in 401(k)

Diverse Workforces & The Need for Personalization

"**Digitization creates a personalized and enriched customer journey within the marketplace so employees now demand the same personalized experience at work, full of moments that matter for people**"

Natal Dank Co-founder @PXO Culture
& Author of 'Agile HR'

Data That Supports Your Friday Evening:
Netflix Algorithm

Data points are tracked to deliver a personalized experience.

- Time and date a Netflix user watched a title

- User profile information such as age, gender, location, and selected favorite content upon sign up

- The device used to stream

- If the show was paused, rewound, or fast-forwarded

- If the viewer resumed watching after pausing

- Whether an entire TV series or movie was completed

- How long it took a viewer to watch an entire TV series

- Whether the viewer gave the show or movie a thumbs up

- Scenes users have viewed repeatedly

- The number of searches and what is searched for

- Where a user watched the show (by postal code)

- Browsing and scrolling behavior

- Screen shots when the show was paused, when the user left the show, and when the user watches a scene more than once

https://www.lighthouselabs.ca/en/blog/how-netflix-uses-data-to-optimize-their-product

Recruiting By Generation

Baby Boomers (born roughly between 1946 and 1964):
- Baby Boomers tend to value stability and job security. They are often attracted to long-term career opportunities and loyalty from employers.
- According to a LinkedIn survey, 89% of Baby Boomers prefer to be contacted about job opportunities via email, making it a useful communication channel for recruitment.
- Traditional job boards and industry-specific publications are still effective for reaching this generation.

Generation X (born roughly between 1965 and 1980):
- Generation X values work-life balance and flexibility. They often seek jobs that allow them to balance their personal and professional lives effectively.
- This generation appreciates direct and concise communication. They prefer emails, phone calls, or messages that get straight to the point.
- Social media platforms like LinkedIn and Facebook are used by many Gen X job seekers to search for opportunities and connect with potential employers.

Recruiting By Generation

Millennials or Generation Y (born roughly between 1981 and 1996):

- Millennials value professional development and opportunities for growth. They are often looking for jobs that offer training and chances to acquire new skills.
- Company culture and a sense of purpose are essential for this generation. They are attracted to organizations that prioritize social responsibility.
- Millennials are digital natives, so employers need to have a strong online presence and use social media actively for recruitment.
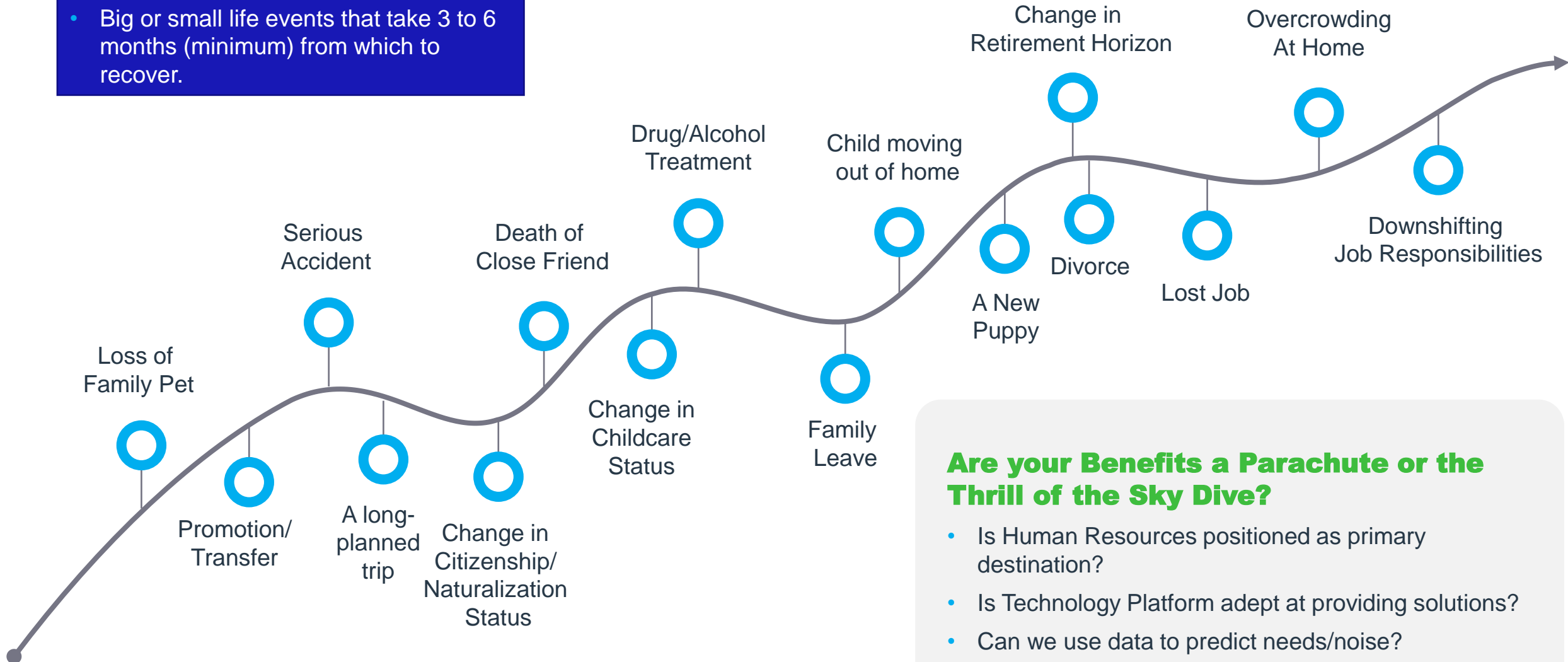
Generation Z (born roughly between 1997 and 2012):

- Gen Z values diversity and inclusivity. They are more likely to be attracted to companies that demonstrate a commitment to these principles.
- Flexibility and remote work options are essential for Gen Z, especially after experiencing the remote work shift during the COVID-19 pandemic.
- Video content and mobile-friendly platforms are the most effective ways to reach and engage with Gen Z job seekers.
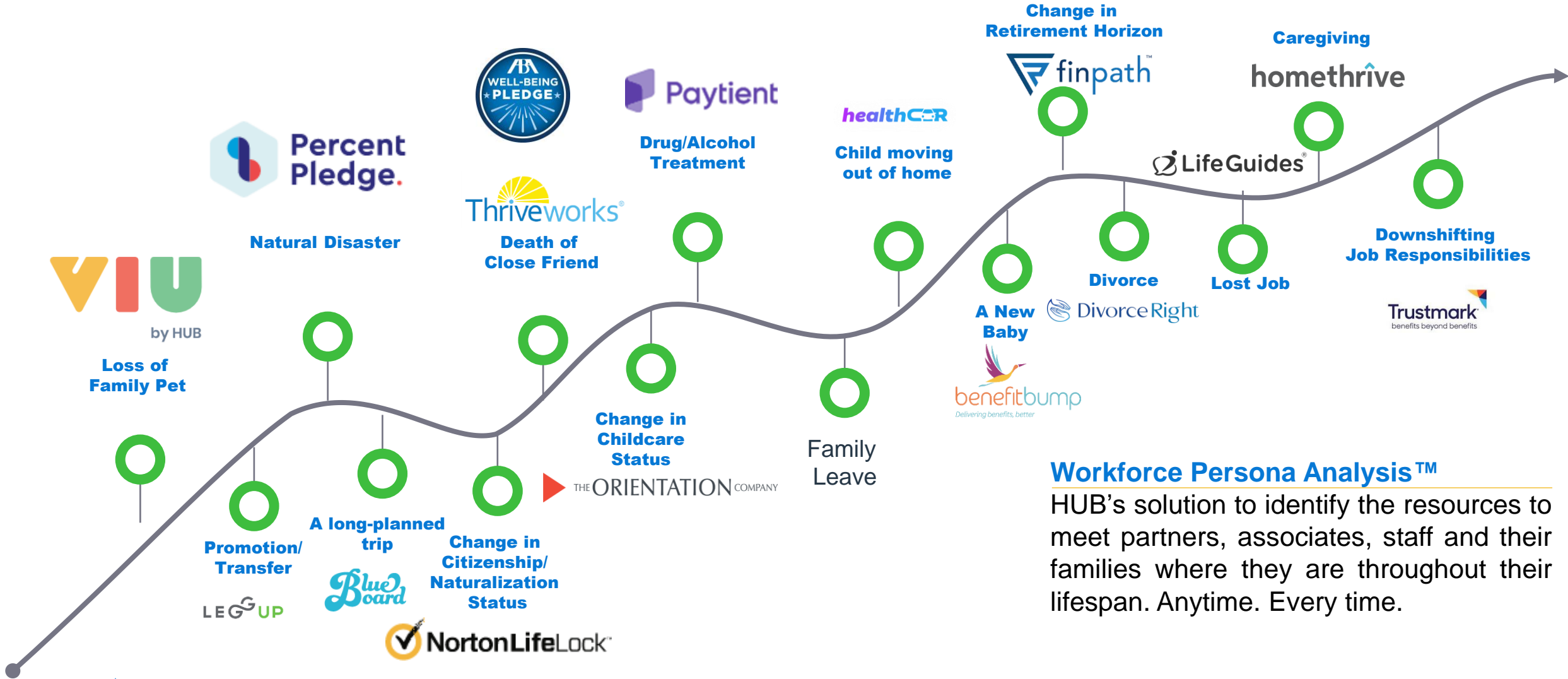
From QLEs to QEX:

- Big or small life events that take 3 to 6 months (minimum) from which to recover.

Change in Retirement Horizon

Overcrowding At Home

Drug/Alcohol Treatment

Child moving out of home

Serious Accident

Death of Close Friend

Divorce

Downshifting Job Responsibilities

A New Puppy

Lost Job

Loss of Family Pet

Family Leave

Change in Childcare Status

Promotion/ Transfer

A long-planned trip

Change in Citizenship/ Naturalization Status

Are your Benefits a Parachute or the Thrill of the Sky Dive?

- Is Human Resources positioned as primary destination?
- Is Technology Platform adept at providing solutions?
- Can we use data to predict needs/noise?

Persona-based Customized Benefits

Loss of Family Pet

Promotion/ Transfer

Natural Disaster

A long-planned trip

Death of Close Friend

Change in Citizenship/ Naturalization Status

Change in Childcare Status

Drug/Alcohol Treatment

Family Leave

Child moving out of home

A New Baby

Change in Retirement Horizon

Divorce

Lost Job

Caregiving

Downshifting Job Responsibilities

Workforce Persona Analysis™

HUB's solution to identify the resources to meet partners, associates, staff and their families where they are throughout their lifespan. Anytime. Every time.

Key Takeaways/Considerations

o How well do you really know your current employees that show up to work on Monday morning and their unique needs?

o Have you segmented your employees as well as you have segmented your customers? Have you fully unlocked the power of your HRIS for reporting purposes?

o Map out your roles and segments required in your workforce in the next 24-36 months

- Current state segmentation is for retention, succession and upskilling possibilities
- Future state is for recruitment

Key Takeaways/Considerations

- **Personalization & The Path to Inclusion**

  - How well does your current talent brand/recruiting strategy/total rewards offering resonate with the unique needs of new entrants to the workforce? Contract workers? Hybrid work arrangements?

  - Have you factored in personalization or is it a "One Size Fits All Fits None" scenario?

- **Comparing Apples to Pears?** Be mindful about making decisions based on benchmarking data in isolation without supporting segmentation data

Join us on Thursday, August 17

Webinar

Enhancing Employee Engagement: Strategies for Success

Thank you.

For more information, visit:
www.hubinternational.com/QEX